

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

Workbook



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Module 1: PKISR Introduction and Overview



Learning Objectives Module 1

After completing the first module, you should be able to:

Define the key components of the Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) conceptual framework.

Detailed Performance Objectives

By the end of each lesson, you will be able to:

Lesson 1: Overview of UN Peacekeeping-Intelligence

- Explain the importance of PKI for Peacekeeping Missions; and
- Apply the PKI principles to your work.

Lesson 2: PKISR Structure

- Explain PKI structures;
- Explain the fundamentals of the MICM;
- Describe PKI and PKISR as an integrates process;
- Identify the role of Mission Leadership; and
- Describe the importance of PKIMB.

Lesson 3: PKISR Fundamentals

- Define the aim of PKISR;
- Organize the process of PKISR;
- Distinguish the relationship between PKI and PKISR;
- Recognize key terminology by their definitions; and
- Explain the command and control of PKISR assets.

Lesson 4: Information and Data Management

- Explain what IM is and why it is important in PKISR;
- Identify the 3 main categories of IM responsibilities; and
- Name the benefits of an effective PKISR database.



Lesson 1: Overview of UN Peacekeeping-Intelligence

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Key Takeaways: Lesson 1

PKI

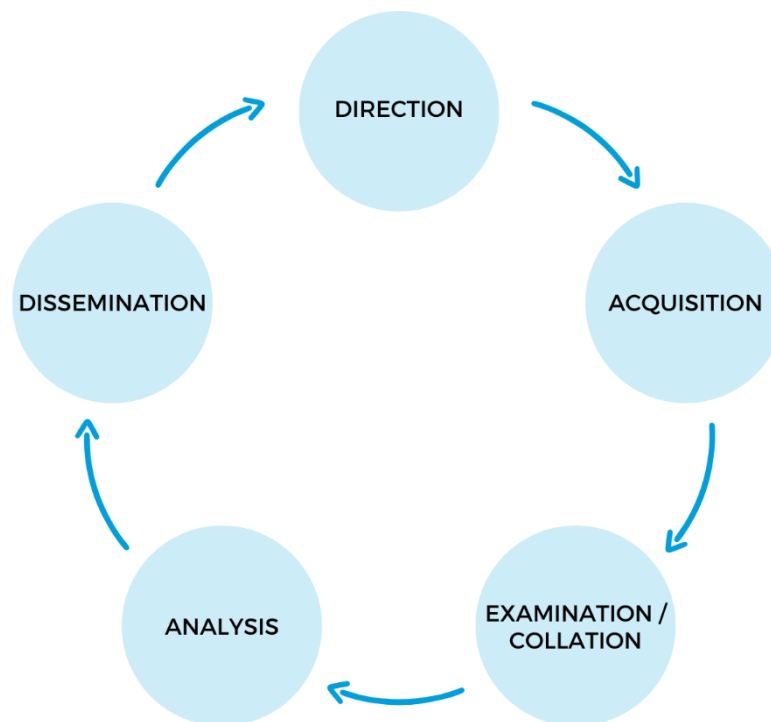
Peacekeeping-Intelligence recognizes the **need for peacekeeping missions to understand their operating environments better**. This includes maintaining a strategic overview of developments, and of threats/spoilers that may impact on the ability of peacekeepers to execute their mandate effectively.

The **four main documents** that support PKISR work are:

1. PKI Policy
2. MPKI Handbook
3. PKISR Handbook
4. PKISR UNMUM

PKI Cycle

The Peacekeeping-Intelligence cycle is typically represented as a closed cyclical path of activities that takes you **through direction, acquisition, examination/collation, analysis and dissemination**.



DPO policy states that the **fundamental purpose of PKI in UN Peacekeeping Operations is to aid mission leadership in taking decisions by:**

1. Ensuring a common operational picture to enhance decision making.
2. Providing early warning of imminent threats to civilians and UN personnel.
3. Identifying risks, opportunities, relevant trends and threats.

The PKI Principles

There are twelve overarching principles that stem from:

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The **Peacekeeping-Intelligence Policy**:

1. Under rules
2. Non-Clandestine
3. Areas of application
4. Respect of state sovereignty
5. Independence
6. Accountability, capability, authority
7. Security & Confidentially

The **Military Peacekeeping-Intelligence (MPKI) Handbook**:

8. Command led
9. Invest in ISP and MPKI battle-rhythm
10. Centralized control - decentralized execution
11. Objectivity
12. Accessibility and Timeliness

In conclusion:

PKI helps mission leadership gain **a better understanding of the environment** in which they are operating. It also helps to **anticipate threats** to the population and UN personnel, as well as **identify any indicators** that may have an impact on a mission's ability to implement its mandate.

The PKI principles underpin all Peacekeeping-Intelligence activities.

Notes



Lesson 2: PKISR Structure

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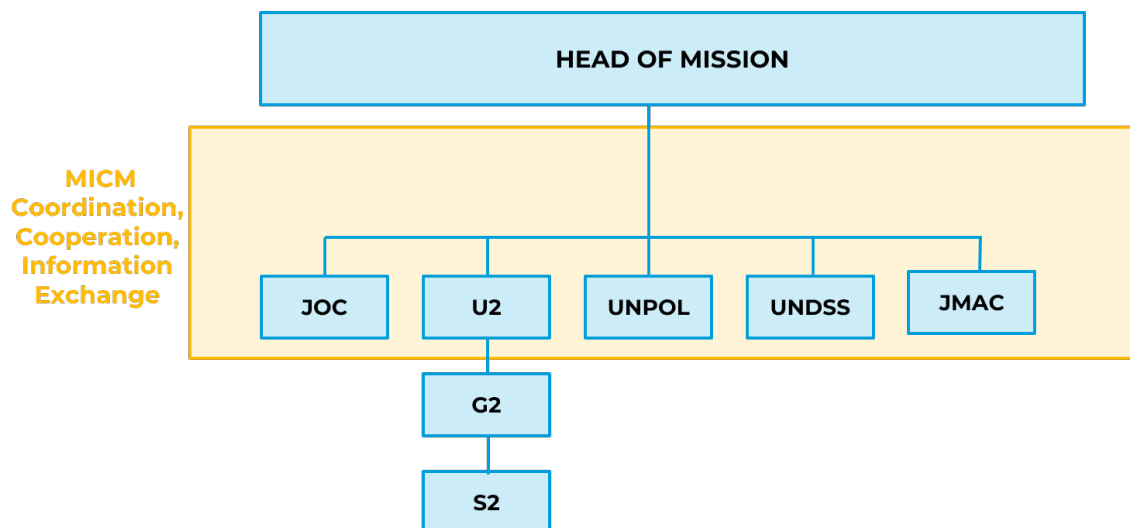
Key Takeaways: Lesson 2

PKI structures

PKI is a mission-wide integrated function. There are various entities that are involved in the acquisition, analysis and dissemination of Peacekeeping-Intelligence:

- Joint Mission Analysis Centre (JMAC)
- Joint Operations Centre (JOC)
- FHQ MPKI Cell (U2)
- Crime Peacekeeping-Intelligence Unit (CPKIU)
- Chief Security Advisor (CSA)
- Other Entities

PKI **management mechanisms** are established for better **cooperation and coordination** among the Operational PKI providers throughout a UN mission. Again, emphasize that **integration** between different intelligence entities is essential to inform effective decision making.



At the centre of the Operational PKI management mechanism is the Mission Peacekeeping-Intelligence Coordination Mechanism (MICM), which is designed to direct and oversee the PKI cycle within the mission.

The PKISR Management Board

The PKISR Management Board (PKIMB) provides a forum that helps Mission leadership maintain an overview of the use of PKISR assets and to determine whether peacekeeping-intelligence priorities remain valid.

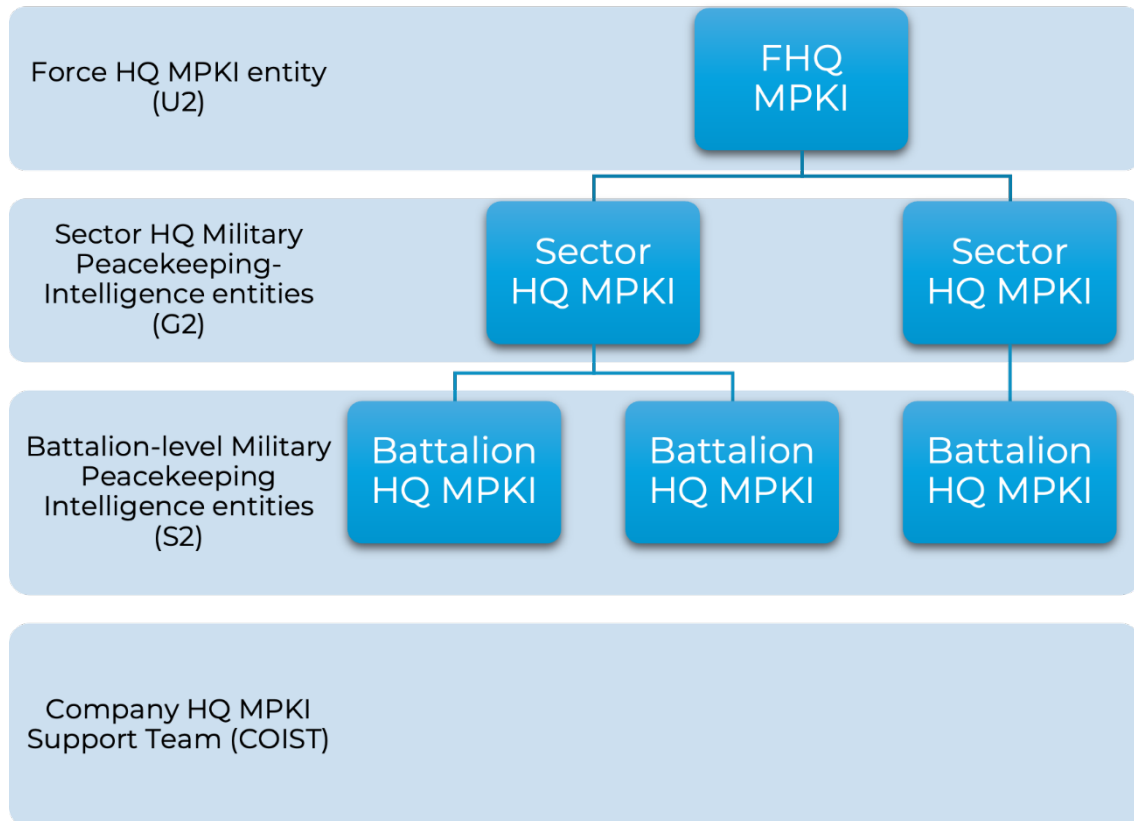
MPKI Architecture

This hierarchical structure has **two main functions**:

1. To provide Peacekeeping-Intelligence support to the UN military component to which it is aligned.
2. To form part of the MPKI network in a chain to maximize Peacekeeping-Intelligence success.

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The MPKI architecture is built around a central hierarchical structure of an **FHQ MPKI entity (U2)**, with several subordinate **Sector HQ Peacekeeping-Intelligence entities (G2)**, which in turn have subordinate **battalion-level Peacekeeping-Intelligence entities (S2)**. It is also possible to have Peacekeeping-Intelligence organisations and capacities at the **company level**.

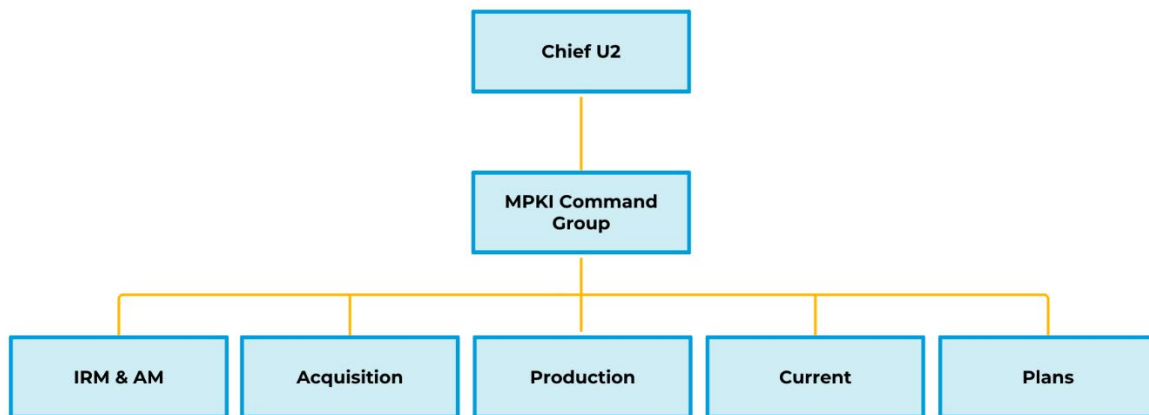


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The U2 Branch Structure

IM is a **systematic function** that requires patience, consistency and attention to detail. The structure of the U2 Branch varies from mission to mission, but it is always part of the military component. The structure and staffing of the U2 cell will change to reflect the mission's mandate and agreements in place with the Host State.

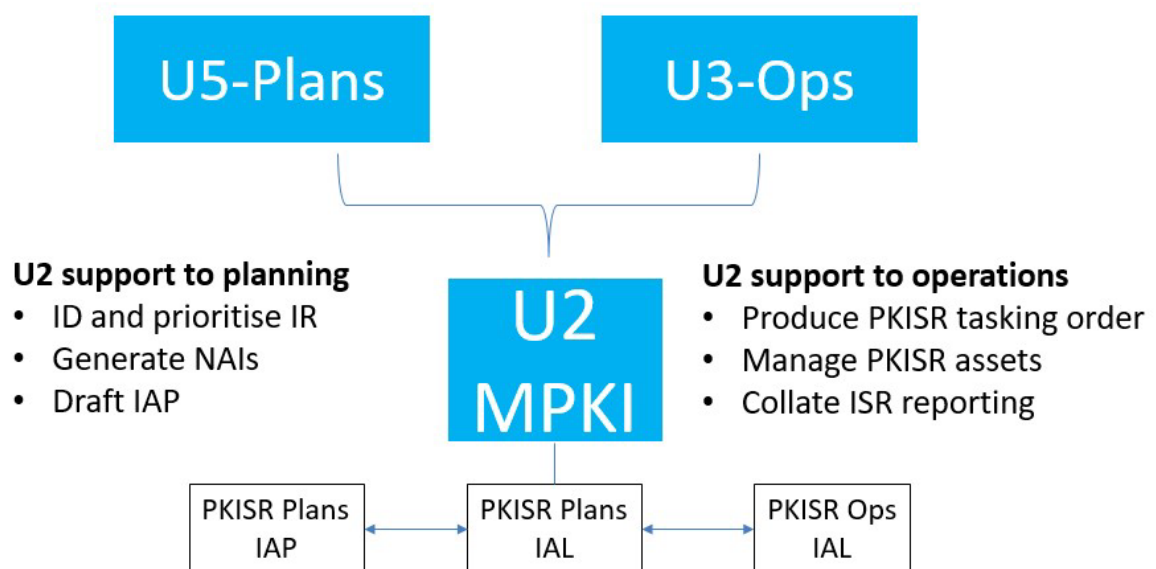
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PKISR Process with U2 Responsibilities

The U2/G2 works with the U5 /G5 and U3 /G3 to support the planning process and implementation of current operations.

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Depending on the mission, there may be additional PKI elements in the MPKI structure, such as a **PKISR unit** or **Military All-Source Information Cell (MASIC)**.

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In conclusion:

Peacekeeping-Intelligence is a mission function and as such requires an **integrated and collaborative approach**. This is often different to your experiences in a national setting; however, it is essential in a UN Peacekeeping Mission. Integrated mechanisms should be in place in all mission areas to facilitate this collaboration.

*In short: PKI and PKISR require an **integrated approach** to ensure success. Agreed PKI and PKISR mechanisms should be **in place in every PKI mission**, however, each may differ slightly.*

Notes



Lesson 3: PKISR Fundamentals

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Key Takeaways: Lesson 3

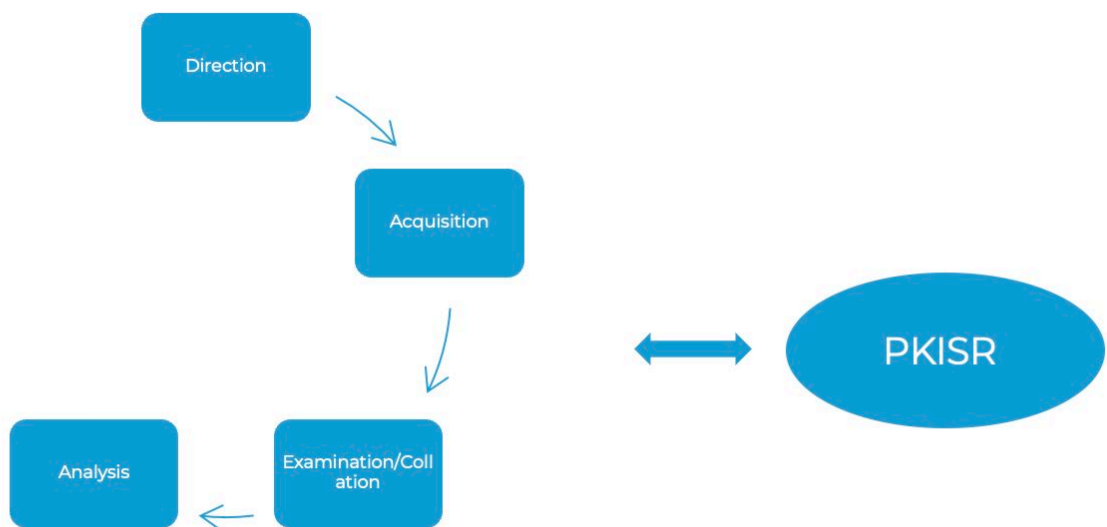
PKISR Process

PKISR is designed to answer Peacekeeping-Intelligence questions through the tasking of mission PKISR assets.

The aim of PKISR is to **manage the acquisition of information**. This is a complex process that involves the **consolidation and prioritisation of information requirements** and **matches them alongside mission PKISR assets**, all in support of current operations.

PKI Cycle

Important to take away is that **PKISR enables the PKI cycle**.



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PKISR Key Terminology

There are certain PKISR terms that must **be understood by all PKI staff** to ensure the PKISR process runs smoothly. Each term's definition has been explained extensively and how it related to other terms in the PKISR process.

- Information or Peacekeeping-Intelligence Requirement (IR)
- Commander's Critical Information Requirements (CCIR)
- Priority Peacekeeping-Intelligence Requirement (PIR)
- Specific Peacekeeping-Intelligence Requirement (SIR)
- Essential Elements of Information (EEI)
- Requests for Information (RFI)
- Indicators and Warnings (I&W)
- Information Acquisition Plan (IAP)
- Peacekeeping-Intelligence Acquisition List (IAL)

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Command and Control

It is important to have a **clear understanding** of the command and control of PKISR assets within your mission.

A clear C2 structure is **essential for the effective management of PKISR** to ensure the **timely** acquisition and dissemination of intelligence. The most effective way to manage PKISR assets is to adopt a **centralised command and decentralised execution structure**. There might be **variations** in C2 where PKISR assets differ between missions.

In conclusion:

The mission leadership's direction and guidance play a critical role in making sure PKISR assets are tasked efficiently. The **MICM should ensure the leadership remains engaged** and provides guidance when needed.

Clear command and control is necessary to ensure the timely management of PKISR assets. However, each mission may adapt a slightly different approach based on the context of the mission, number of PKISR assets available and the threat. **The Head of Mission will determine the approach** taken by mission staff.

The PKISR process relies on a commonly understood terminology to make it as efficient as possible. It is possible that different missions entities will use different terminology to describe the same activity / function. MIO staff should not be surprised by this and do their upmost to identify differences and work through them to ensure the PKISR process is managed as effectively as possible, for example, individuals using national rather than UN terminology.

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Lesson 4: PKISR Fundamentals

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Key Takeaways: Lesson 4

The importance of IM in PKISR

IM provides an enduring base of **accessible knowledge that enhances PKI processing**. Effective IM ensures that information and Peacekeeping-Intelligence is retained in the mission area beyond the time of an individual's deployment, and as such is available to follow-on units. The main goals are:

- To have key element for effective PKISR delivery;
- To provide an enduring base of knowledge; and
- To mitigate information anarchy.

The IM responsibilities

IM is a systematic function that requires patience, consistency and attention to detail:

1. First, IM SOPs. **Each mission should have its own SOPs**, informed by UN policies and guidelines. PKISR will need to ensure it maintains SOPs to reflect mission guidance. SOPs should be updated to ensure compliance.
2. Second, ensure **the management of all reporting**. For example, electronic logging, filing and distribution of information and Peacekeeping-Intelligence. This is a core function of PKISR.
3. Third, **the timely dissemination of reports**. Needless to say, the situation changes every day. You need to ensure the right people get the right information for supporting timely decision making.

Technical Aide

A PKISR team conducts similar actions repetitively and on a regular basis, known as battle rhythm. This list highlights tips for your effective IM:

- Use check-lists
- Be familiarized with IT skills (database, email, video conferencing, etc)
- Control access rights to the database
- Archive data and hard copy information
- Keep distribution lists updated

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In conclusion:

Effective information management enhances PKISR.

PKISR is unlikely to have a dedicated IM team and as such it falls to **PKISR personnel** to perform this function. It is important that you understand your IM responsibilities to **ensure Peacekeeping-Intelligence is handled in the correct way and is accessible to the right people at the right time.**

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Module 2: PKISR Legalities, Processes and Roles



Learning Objectives Module 2

After completing this module, you should be able to:

- explain the fundamental principles of general law pertinent to PKI operations, including the UN Charter, International Human Rights, and Humanitarian Refugee Law.
- articulate the key processes and roles essential to PKI implementation.

Detailed Performance Objectives

By the end of each lesson, you will be able to:

Lesson 5: General International Law

- Explain the key rules of international law relevant for Peacekeeping-Intelligence
- Explain what are the host state authorities and their responsibilities
- Explain what are the international humanitarian and human rights law
- Apply the international laws relevant for Peacekeeping-Intelligence
- Apply the UN Charter and the human rights in every Peacekeeping Mission

Lesson 6: Mission-Specific Legal Framework

- Describe the Security Council mandate;
- Describe the UN policies for Peacekeeping Missions;
- Explain the Host State Agreements;
- Explain the privileges and immunities for UN Employees under Host State Agreements;
- Explain Agreements between UN and contributing countries;
- Explain the importance of protecting sources;
- Apply the DPO Standard Operating Procedures on the Handling of Detention; and
- Apply the DPO policy on PKI.

Lesson 7: The Peacekeeping-Intelligence Disciplines

- Describe the key Peacekeeping-Intelligence disciplines; and
- Identify the strengths and weaknesses of these Peacekeeping-Intelligence disciplines in relation to PKISR.

Lesson 8: The PKISR Process

- Explain the PKISR process, including its steps;
- Explain the relationship between PKISR and the MPKI process; and
- Describe the PKISR command and control structure that enables efficient tasking of resources while at the same time affording some degree of flexibility to the PKISR resource managers.

Lesson 9: PKISR Key Roles

- Explain the key roles in the management of PKISR; and
- Describe how they fit into the PKISR Process.



Lesson 5: General International Law

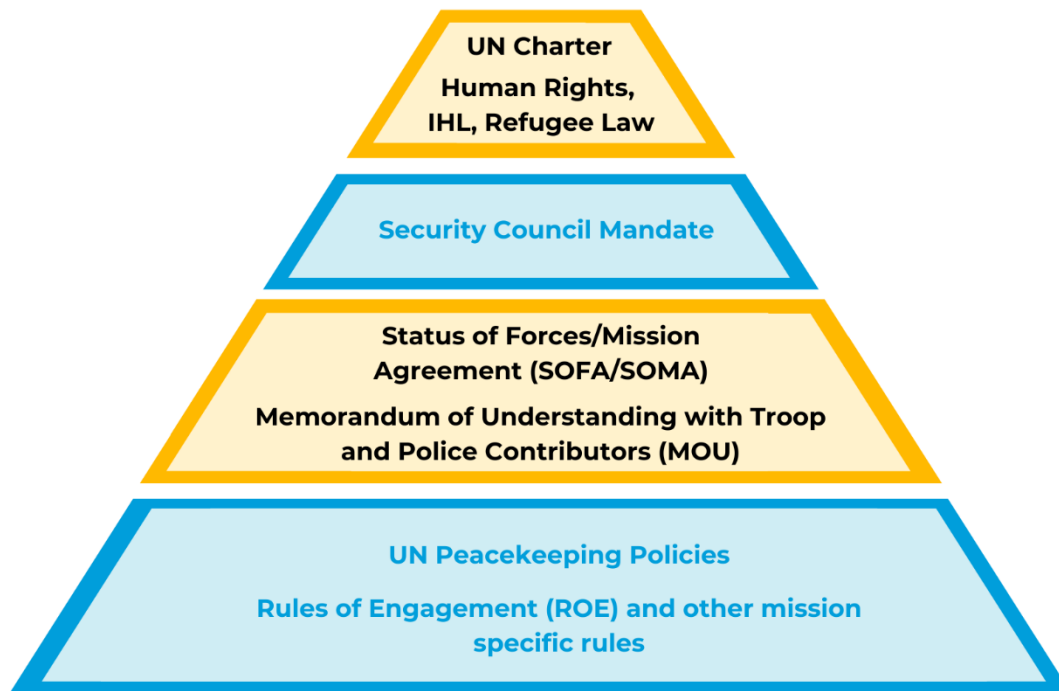
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Key takeaways lesson 5

Hierarchy of Norms

The legal framework for peace operations are (1) **General International law** and (2) the **mission specific laws**.



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The Un Charter

The Charter of the UN is the **founding document** of the Organisation and the basis of all the Organisation's work. It states that **Human rights are universal. Everyone is entitled to the same fundamental rights.**

International Human Rights Law

International Human Rights Law **protects dignity, freedom and equality**. It establishes obligations of states.

- **IHRL always applies**, including during armed conflict and other national emergencies (because that is when human rights are most under threat).
- **States must respect human rights and protect their population** from threats by private actors (e.g. by ensuring that private intelligence agencies do not invade the privacy of other citizens).

The PKI policy requires that PKI "must be conducted with full respect for human rights, including, in particular, the rights to privacy, freedom of expression, peaceful assembly and association".

Human rights affected by PKISR

PKISR plays an important **role in protecting national security and populations** from harm, but it also carries **inherent risks** to human rights.

The affected human rights are:

- Right to privacy and family
- Freedom of thought, expression, information, assembly and association
- Fair trial and due process rights in the criminal processes
- Protection from arbitrary detention, torture and extrajudicial killing
- Rights to an effective remedy for human rights violations

Human rights safeguards in PKISR

At the request of the United Nations Human Rights Council, the **regulations, processes and limits that ensure their respect for human rights** have been summarized in the **United Nations Compilation of good practices** that ensures respect for human rights by state intelligence agencies.

Human Rights Due Diligence

The Human Rights Due Diligence Policy (HRDDP) is **binding** for the entire UN. According to the HRDDP, **support to non-UN security forces cannot be provided where:**

1. There are substantial grounds for believing there is a **real risk of the receiving entities committing grave violations** of international humanitarian, human rights or refugee law; or
2. The relevant **authorities fail** to take the necessary corrective or mitigating measures.

International Humanitarian Law

International Humanitarian Law (IHL) **regulates the conduct of hostilities** and it also **outlaws certain means of war to reduce unnecessary suffering** by civilians or combatants. **Persons protected under IHL** are:

- Civilians not directly participating in hostilities
- Medical and religious personnel of armed forces
- Wounded, sick and others *hors combat*
- Prisoners of war and interned armed group fighters
- Peacekeepers (unless engaged in military hostilities)

Conduct of hostilities

The three **basic principles to minimize harm** to civilians and civilian objects such as homes, hospitals, places of worship etc. are:

1. Distinction between civilians and combatants
2. Precaution to minimize risk for civilians
3. Proportionality to limit incidental harm to civilians

International Refugee Law

When **the governments of their home countries no longer protect the basic rights of refugees**, the international community must step in to ensure that their basic rights are respected.

International refugee law is based on the Refugee Convention. Regional instruments such as the African Refugee Convention (1969) and the Cartagena Declaration on Refugees (1984) have respectively expanded the scope of the refugee definition to those who have to flee “events seriously disturbing public order,” such as armed conflict or “internal conflicts and generalized violence”.

Internationally Displaced persons (IDP's)

Internally displaced persons (IDPs) may have been displaced due to armed conflict, generalized violence, violations of human rights, natural or human-made disasters. But, **unlike refugees, they have not crossed an international border**, but remain in their own country.

Displaced populations, IDPs and refugees, are typically civilians in a **particularly vulnerable** situation. Gathering PKI about threats facing them should be a priority.

In conclusion:

PKI Personnel must assess how their work impacts on human rights and International Humanitarian Law. Compliance with the HRDDP ensures that they do not become complicit to violations of international law. Like other civilians, refugees and internally displaced persons are of concern to the mission and hence its PKI priorities.

Notes



Lesson 6: Mission-Specific Legal Framework

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Key takeaways lesson 6

Security Council

The **Security Council Resolution** is the highest basis for the mission.

All PKI activities must be undertaken in line with the Security Council mandate of the mission.

There are 2 types of mandates requiring PKI:

1. **Observer** mandates
2. **Protection** mandates

Host State Agreements: SOMA/SOFA

The SOFA/SOMA establishes the legal framework that **regulates the status of the mission and its members in the Host State**, including privileges and immunities for UN personnel, and is supplemented by special agreements (example: handover of persons detained by mission).

United Nations Functional Immunity

Important to underline that **all mission personnel have comprehensive protection** under international law and the SOFA/SOMA against any host state prosecution or other legal measures linked to their PKI work.

Immunity never means impunity for UN Peacekeepers.

SG and DPO-DOS PKI Policies and Guidelines

The Secretary-General has promulgated policies and regulations that bind the entire organization, including all peace operations:

- Human rights Due Diligence Policy (HDDR)
- Guidelines on the exchange of Intelligence / Peacekeeping-Intelligence with Non-UN and Non-Mission UN Entities
- Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook
- Military Peacekeeping-Intelligence Handbook

Furthermore, there are **PKI legal limits**, such as respect for human rights, no clandestine activities, etc. It is also **prohibited to incentive human resources** with a remuneration in return for information. And the UN Policy requires the mission to **protect human sources** or potential sources of information to harm.

Handling of Detention in PKI

The UN has imposed strict procedures on detention, which are laid out by the **DPO Standard Operating Procedures on the Handling of Detention**. They set out a process on how the UN can temporarily **detain persons** with a view to handing them over to the host state authorities or releasing them again, as well as how detained persons may be **questioned**.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

In conclusion:

- **Protection mandates rely on good PKI** and must be made a PKI priority, as per UN policy.
- **PKI personnel enjoy privileges and immunities** protecting them from any host state reprisals related to their official duties.
- **Protecting PKI sources from harm is a priority** from a legal, policy, ethical & operational perspective. Protection must be ensured before sources are approached.

Notes



Lesson 7: The Peacekeeping-Intelligence Disciplines

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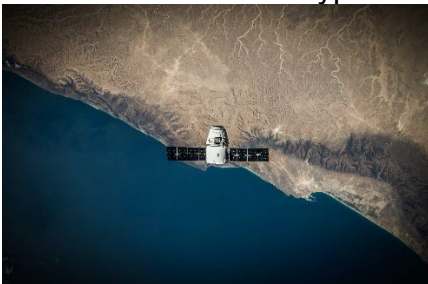
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Key takeaways lesson 7

All MPKI capabilities will be deployed **overtly**, in line with the PKI Policy, and will adhere to the UN mandate and all relevant international and national legal norms

GPKI

Geospatial Peacekeeping-Intelligence (GPKI) involves analyzing imagery and geospatial information. It uses 3 types of platforms:



Satellite



Airborne



Closed Circuit Television Cameras (CCTV)

Let's now summarize the strengths and limitations of each of them

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Sattelite platforms	
Strenghts	Limitations
Electro-optical (EO) sensors: • Can cover a lot of area. • Provides a “normal” image to observe. Infra-Red (IR) sensors: • Can detect radiation concealed under camouflage or inside structures and vehicles. Synthetic Aperture Radar (SAR) sensors: • Can cover a large area. • Operates independent of weather or time of day. • Offers Ground Moving Target Indicator (GMTI) capability.	Limited availability for UN peacekeeping missions. Imagery from commercial satellites is expensive. High-resolution imagery, while detailed, can be expensive and may not always be accessible.

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Airborne platforms	
Strenghts	Limitations
Ability to detect and identify activity or individuals from long distances. Mitigates risks to human life and detection during data acquisition. GMTI capability for identifying moving objects. Equipped with EO, IR, and SAR sensors, whose capabilities match those on satellite platforms.	Requires highly trained, specialist personnel to interpret images. Weather and climate conditions can impact the usability of technical equipment for IPKI and/or GPKI.

CCTV	
Strenghts	Limitations
Allows for surveillance of public spaces. Can operate continuously. Has recording capabilities.	Sparks debates about individual privacy rights, even in public areas. Resolution may not always be of high quality.

The fundamental difference with Imagery Peacekeeping-Intelligence is that an IPKI product will only use imagery to provide the assessment; once geospatial information is incorporated into the product, it becomes GPKI.

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SPKI

Signals Peacekeeping-Intelligence (SPKI) is derived from **intercepting signals** and requires legal frameworks and host nation engagement.

- **Strenghts:** 24/7, all-weather capability
- **Limitations:** the need for radiating signals for interception and potential host state concerns

HPKI

Human Peacekeeping-Intelligence (HPKI) involves **interpersonal contact**, with a focus on gender balance and specialized teams.

- **Strenghts** include availability and cost-effectiveness
- **Limitations:** source credibility, imprecision, and communication challenges.

OPKI

Open Source Peacekeeping-Intelligence (OPKI) utilizes **publicly available data**, with strengths including global availability and limitations related to credibility.

- **Strenghts:** global internet availability and cost-effectiveness
- **Limitations:** credibility challenges and potential misuse for media roles

Mastering these intelligence disciplines is **crucial** for UN Peacekeeping personnel to gather **accurate and timely information, enhancing mission effectiveness and safety.**

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

In conclusion:

You explored **essential peacekeeping-intelligence disciplines for UN Peacekeeping Missions**. You have learned how to select the right discipline, with a focus on effective utilization.

Each discipline offers unique strengths and limitations, from geospatial analysis and signal interception to human interaction and open-source data gathering. **Understanding when and how to employ these disciplines is crucial** for mission success.

Notes



Lesson 8: The PKISR Process

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Key takeaways lesson 8

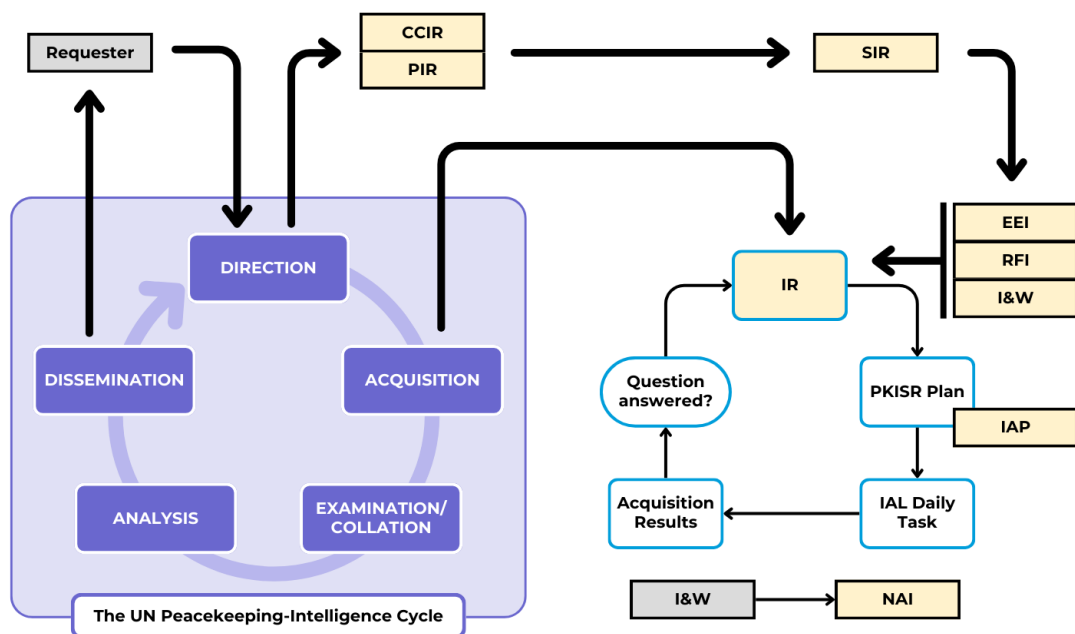
PKISR Purpose

The **PKISR process** is the means by which the mission's PKI requirements are addressed within the capabilities of the available PKISR resources.

The **purpose of the PKISR process** is addressing PKI requirements efficiently, prioritizing information needs, and avoiding task duplication.

Steps of the PKISR Process

For **effective PKISR operations** it is important that there is a clear understanding of the PKISR terminology and how each one fits into the overall process.



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Flexibility is key during dynamic tasking, meaning that pre-planned tasks are moved to the next day, i.e. re-tasked.

The Information Acquisition Plan

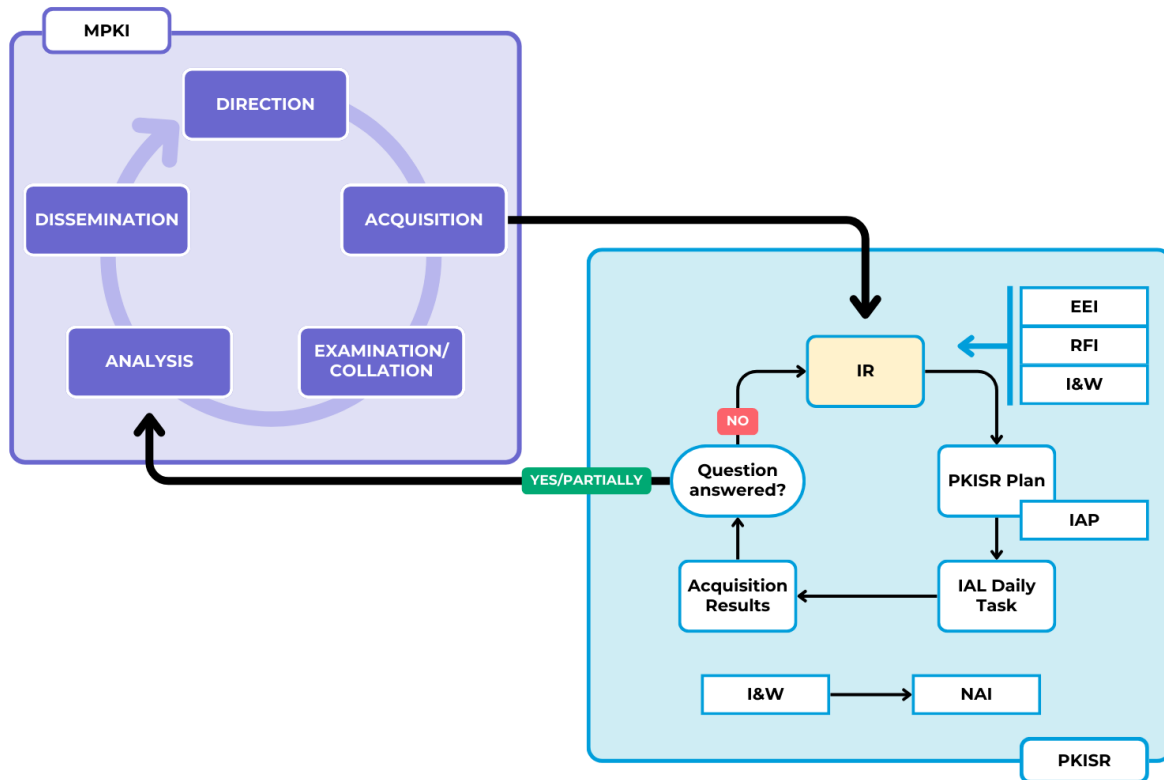
Each mission level has its own IAP that **captures all PIRs, SIRs and EEIs**. It addresses the **4W's and 2H's** and is managed by the **IAP Manager** at Force HQ. It should be used as a **managed tool**, rather than a tasking tool.

The Relationship Between PKISR and The MPKI Cycle

MPKI seeks to enhance situational awareness, maintain the safety and security of UN personnel and inform operations and activities related to the protection of civilians.

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PKISR is the enabler for providing these functions; it is the tool used to achieve the **acquisition step** in the MPKI cycle, as is represented below.



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PKISR Command and Control (C2)

Effective C2 involves **centralized command** for asset utilization accountability and **decentralized execution** for task assignment, ensuring transparency and streamlining information requests in UN missions.

The **Director/Chief of Mission Support Services (D/CMS)** is responsible for effective utilization of UN PKISR assets; while the **Chief PKISR**, on behalf of U2, is responsible for assigning the effective tasking for those PKISR assets.

In conclusion:

The **PKISR process** begins with direction from the mission leadership since the process revolves around closing PKI gaps. When these gaps are identified, PKISR assets are tasked accordingly.

The **PKISR C2 structure** must allow for efficient tasking, while at the same time avoiding unnecessary constraints on the Mission Leadership and acquisition units.

Finite PKISR resources should be appropriately managed against clear priorities as set out in the **IAP**. All missions must be traced back to an Peacekeeping-Intelligence Requirement. **CCIRs** provide the U2 with clear direction and guidance on what the Force leadership considers to be important.

Notes



Lesson 9: PKISR Key Roles

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Key takeaways lesson 9

PKISR Management

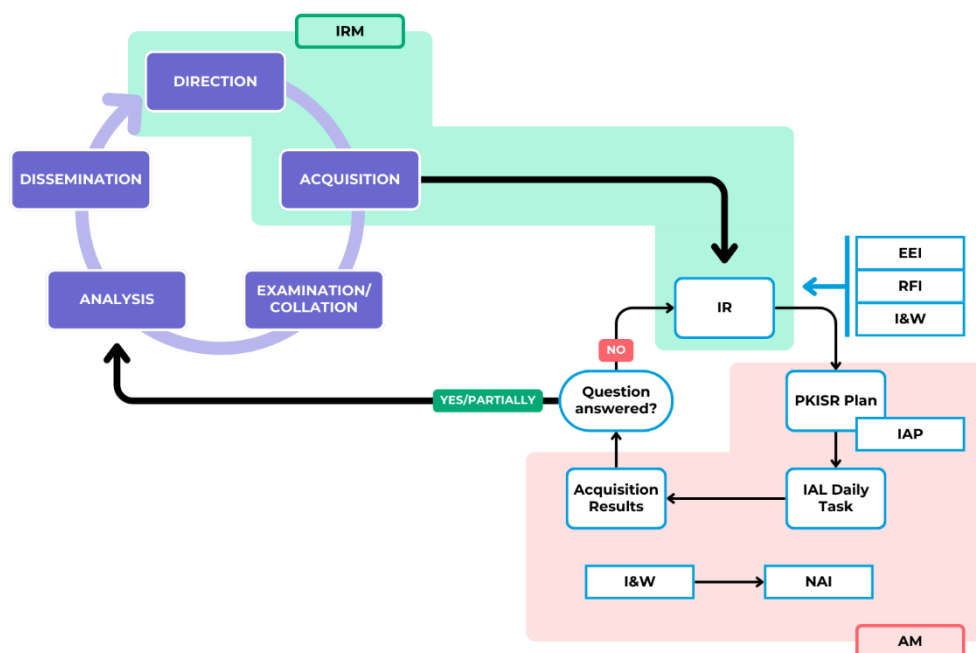
The PKISR process is directed by:

1. **Mission Leadership** for the prioritization of Peacekeeping-Intelligence Requirements (IRs).
2. **Commanders Critical Information Requirements (CCIRs)**, as all activity associated with PKISR must lead back to answering a CCIR.
3. The **Mission Peacekeeping-Intelligence Coordination Mechanism (MICM)**, which is forum where Mission Leadership can articulate IRs to make sure they are focused on mission priorities.

Information Request Management (IRM) vs. Acquisition Management (AM)

There are two teams within a PKISR cell to ensure the management of PKISR:

1. The Information Requirements Management (IRM) is the part of the PKISR process that **ensures the Mission leadership's Priority Peacekeeping-Intelligence Requirements (PIRs) are satisfied**. This entails collating intelligence requirements and determining intelligence gaps.
2. The Acquisition Management (AM) is the part of the process that deals with the **planning and tasking** of operations. This involves the management, tasking and coordination of acquisition units or assets, monitoring results (incoming reports) and re-tasking assets as required.



The Key Roles and Responsibilities

The PKISR process relies on several key personalities.

- 1) The Chief PKISR, on behalf of U2, is responsible and accountable for the **day-to-day oversight of PKISR management**.

On behalf of the Chief U2, he or she:

- Manages and oversees Force-level PKISR activities
- Supports CCIR validation
- Advises on RFIs/IRs de-confliction

- 2) The IAP Manager (IRM) is responsible for ensuring the **IAP is up-to-date and reflects the PIRs to remain aligned to the Mission leadership's direction**. In a mission, IRM Manager can be also called the CCIR Manager.

The **main responsibilities** are to:

- Support PIR validation
- Develop indicators and warnings
- De-conflict RFIs vs. IRs of the MPKI cycle by supporting the breakdown of active and new IRs
- Highlight, track and support evaluation on incoming reports from units/assets.

- 3) The RFI Manager (IRM) is the **point of contact for anyone outside the PKISR team** that has a peacekeeping-intelligence requirement. All RFIs must go through the RFI Manager for **quality control, registration and prioritization**.

The **main responsibilities** are to:

- Understand Mission priorities
- De-conflict RFIs and EEIs of IAP
- Maintain communication
- Determine if the information already exists

- 4) The PKISR Planner (AM) **plans for short to medium term PKISR coverage**, taking into consideration the priority of the IRs, sensor capability and capacity, operational plans and external factors like weather and terrain.

The **main responsibilities** are to:

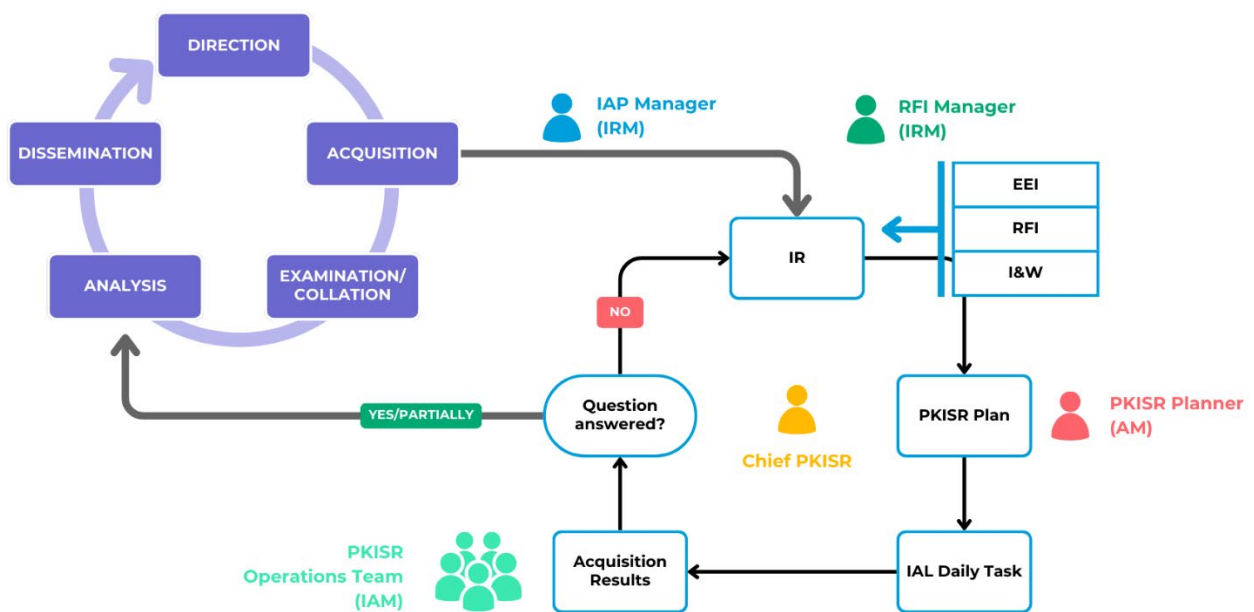
- Have a good understand of asset capabilities in order to task several acquiring units at the same time
- Have an operational perspective and be responsible for the prioritization of longer-term planning vs. current dynamic requests
- Be able to handle and blend in on unplanned events or any new circumstances.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

- 5) The PKISR Operations Team (AM) is responsible for **daily tasking of the acquisition assets**.

The **main responsibilities** are to:

- Task the PKISR assets
- Enable dynamic tasking
- Evaluate and disseminate



In conclusion:

Mastering Peacekeeping-Intelligence responsibilities is vital for UN Peacekeeping personnel to gather **accurate** and **timely** information, ensuring mission **effectiveness** and **safety**.

The PKISR cycle relies on a **cohesive team of staff**. Each individual must understand their role and how they collaborate with others in the process to **achieve a common goal**.

Notes

Module 3: PKISR Management, Planning and Operations



Learning Objectives Module 3

After completing this module, you should be able to:

- Analyze the key operational framework to conduct PKISR (Peacekeeping Intelligence, Surveillance, and Reconnaissance) as military staff officers in a UN Peacekeeping Mission.

Detailed Performance Objectives

By the end of each lesson, you will be able to:

Lesson 10: Request For Information Management

- Explain the PKISR's RFI management process; and
- Write and manage RFIs within a PKISR unit.

Lesson 11: PKISR Requirements Management and Prioritization

- Explain the PKISR requirement management process and principles for prioritization;
- Describe the key components of the requirements management process;
- Create Priority Peacekeeping-Intelligence Requirements (PIRs) and understand how to break these PIRs down into sets of smaller questions, which can be used to acquire detailed information; and
- Describe Indicators and Warnings (I&W).

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Lesson 12: PKISR Analysis and Dissemination

- Explain the levels of analysis available for PKISR assets; and
- Describe the dissemination processes and typical products

Lesson 13: PKISR Planning

- Explain the basics of PKISR planning;
- Describe the key elements of PKISR acquisition planning; and
- Identify the key considerations and factors affecting PKISR Plans.

Lesson 14: PKISR Operations

- Explain the deliberate and dynamic tasking processes; and
- Describe typical mission specific tasking frameworks and authorities.



Lesson 10: Request For Information Management

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

Workbook

Key takeaways lesson 10

RFI Definition

An RFI is a **Peacekeeping-Intelligence related question** asked by any UN staff member (civilian or uniformed) or entity in the Mission, that needs to be answered by using **PKISR capabilities**.

A RFI is made when the MPKI entity does not own the assets required to acquire the information, and thus must send an external request to another part of the MPKI architecture in the form of an RFI.

PKISR Assets' Tasking Sources

There are **three core sources** of Peacekeeping-Intelligence Requirements (IRs).

1. Indicators & Warnings (I&W);
2. Essential Elements of Information (EEI) obtained from prioritized Commander's Critical Information Requirement (CCIR); and
3. Requests for Information (RFIs).

PIR Management

There are two teams involved in managing PKISR: the IRM and AM cells:

The Peacekeeping-Intelligence Requirement Management (IRM) deals with the management of RFIs and manages the Information Acquisition Plan (IAP).

The Acquisition Management (AM) deals with the planning and tasking of the acquisition operation.

Communication between Peacekeeping-Intelligence Requirement Management (IRM) and Acquisition Management (AM) is essential to ensure the most effective employment of what are finite ISR resources.

RFI Manager's Tasks

The RFI Manager is part of the IRM cell. His or her responsibilities include:

- Review and approve RFIs.
- Return RFIs without necessary information.
- Determine if information already exists.
- Check relation to existing Essential Elements of Information (EEIs).
- Raise new Peacekeeping-Intelligence Requirements (IRs).
- Review the Information Acquisition Plan (IAP).

RFI Prioritization Process

RFIs need to be prioritized alongside other Peacekeeping-Intelligence Requirements. This requires the **PKISR management team to work closely together** and have a credible understanding of the mission's priorities to be effective.

The tasks for the **RFI Manager** and the **IAP Manager** are:

- RFI Manager: Review and approve RFIs.
- Coordinate with customers to clarify and amend RFIs.
- Keep customers informed about the RFI's status.
- IAP Manager: Determine whether the PKISR unit has the capability to answer the RFI.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

- Assign the RFI to the PKISR unit.

Dissemination of Information

Once a RFI has been answered in accordance with the Peacekeeping-Intelligence Acquisition List (IAL), the next step within the process is to receive a report from the acquisition unit

RFI manager:

- Disseminate the RFI response to the customer.
- Store the response in a database.
- Ensure timely response delivery.
- Acquisition management team:
- Inform the RFI Manager once the PIR related to the RFI is successfully answered.

The RFI Cycle

These are the 10 steps in the life cycle of a RFI:

1. RFI is originated by anyone
2. RFI Manager cross checks against database to see if answer exists
3. If answer does not exist, RFI is passed to IAP manager as IR
4. IAP Manager develops prioritized list of IRs and passes to PKISR plan
5. PKISR Plans develops 24/48/72hr IALs for execution
6. PKISR Plans passes 24hr IAL to PKISR Ops for execution on a daily basis
7. PKISR Ops tasks IAL to PKISR acquisition units
8. PKISR acquisition units report success against IAL to PKISR Ops
9. PKISR Ops reports acquisition results of RFI to RFI Manager
10. RFI Manager contacts customer and marks the RFI as complete if acquisition is successful

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Writing an RFI

The RFI form is required to be filled in with **extreme precision**. An incomplete RFI will be returned to the customer.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

RFI Form			
1 Priority	☐ Immediate ☐ Routine	2 Security Classification	☐ Strictly Confidential ☐ UN Confidential ☐ Unclassified
3 DTG of Request			
4 Reference Number			
5 Subject			
6 Type of situation	☐ Life threatening ☐ Mission critical ☐ Mission essential ☐ Mission desirable	7 U2 Reference	
8 Request			
9 When required	No later than:	Date	
		Time	
10 Format	☐ Verbal ☐ Written ☐ Graphic		
11 Dissemination information	Contact details, email, radio call sign, telephone		
12 Location	Region		
	Name of village/area		
	Grid reference		
13 Point of contact			
14 Remarks	Safety and security issues?		
15 Intent to share?	With whom?		

Items 1 and 6 will help to **prioritize** the request. Filling in the RFI form correctly in the first instance saves critical time, especially when the request is time critical.

In conclusion

Remember that **effective RFI management is the cornerstone of efficient information acquisition** in PKISR.

Requests for Information, are among the **core sources for tasking PKISR assets**, and they can be **initiated by anyone** within the UN mission, whether civilian or military.

Precision in filling out RFI forms and embracing '**Acquire once, Use many**' will be your guiding principles. Your readiness to contribute effectively, even with limited resources, equips you for real-world missions.

Notes



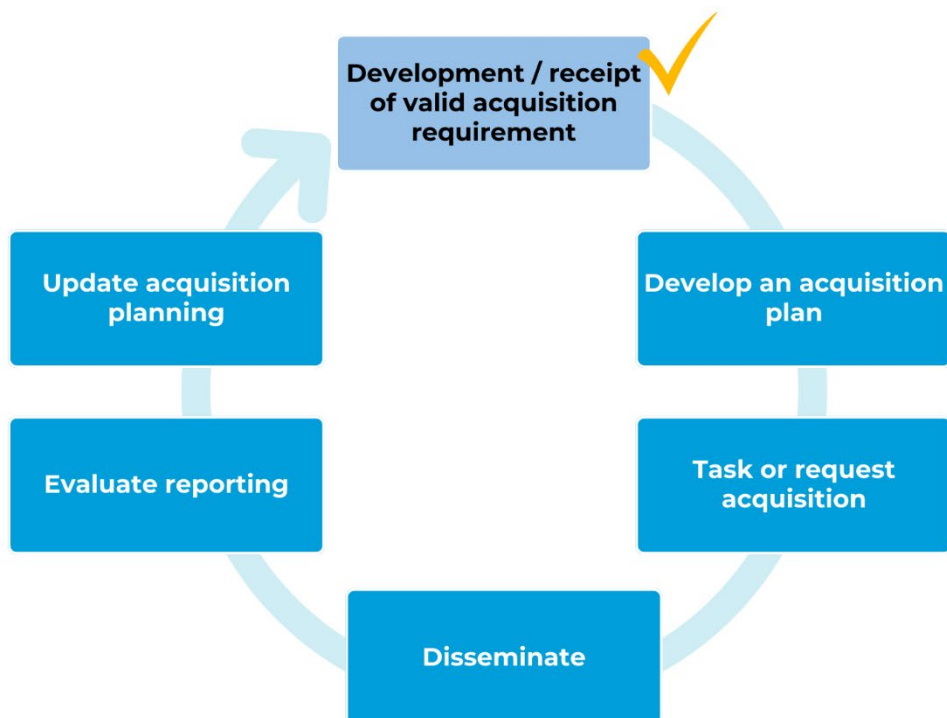
Lesson 11: PKISR Requirements Management and Prioritization

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Workbook

Key takeaways lesson 11

PKISR Requirements Management Process

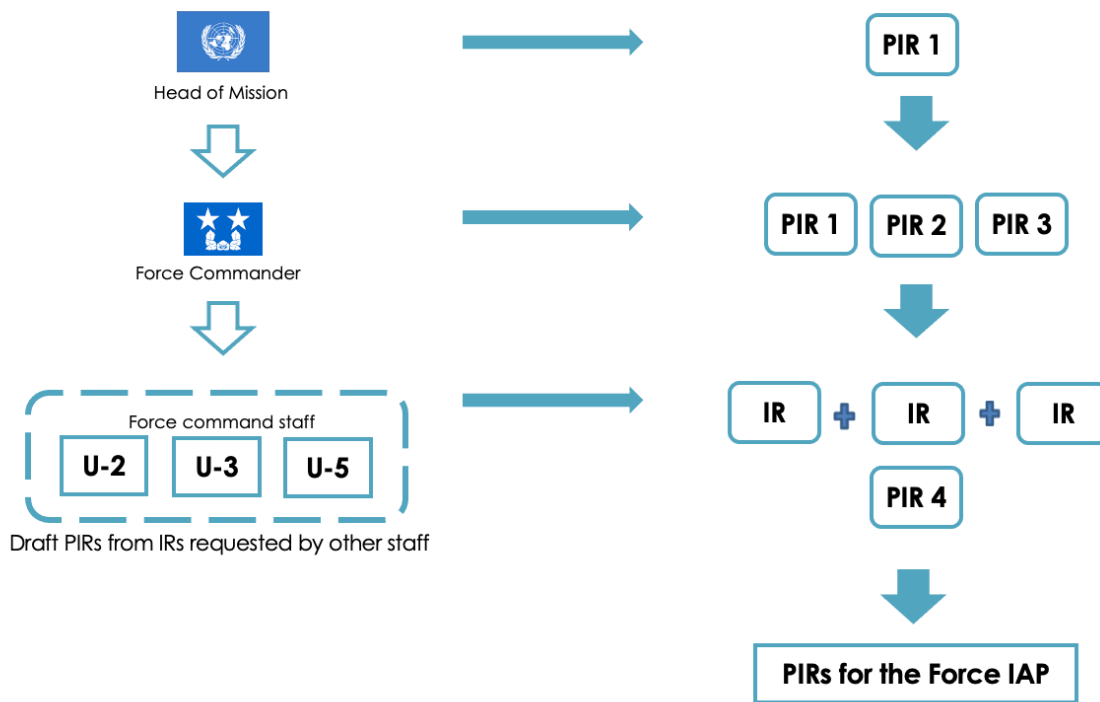


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The requirement management of the PKISR requires good judgement to make decisions on priorities and a **clear understanding of a mission's mandate and activities**.

It is the responsibility of the U2/PKI staff to draft PIRs from what is discussed in the meeting with the commander/senior leadership.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation



Key Components

Requirements management involves **clear direction** from the commander/senior leadership, **peacekeeping-intelligence dialogue** to sharpen focus and prioritize PIRs, and defining **APIR/APII** for targeted information acquisition. These components work together to ensure focused, efficient, and mission-aligned peacekeeping-intelligence efforts.

Creation of PIRs

The **3-step format** to outline and create a PIR is as follows:

1. **Factor:** What is known? - identify information gaps
2. **Deduction:** So What? - break down the PIRs into SIRs
3. **Output:** What are the next steps? - prioritize them based on mission criticality

Prioritisation of PIRs/IRs

To prioritize PIRs or IRs, they are **categorized as**

- **Mission Critical (MC),**
- **Mission Essential (ME),** or
- **Mission Desirable (MD).**

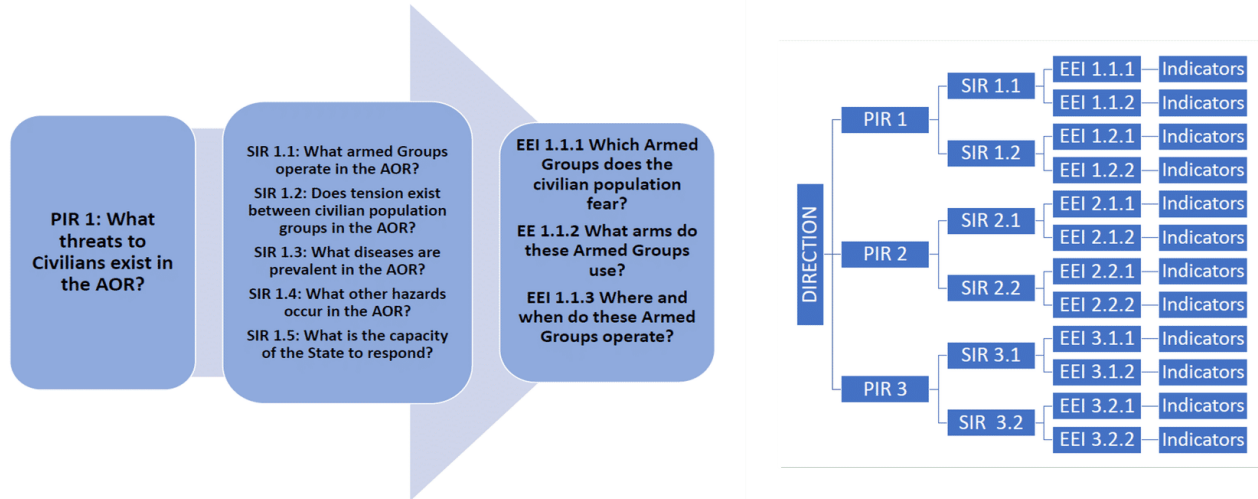
Essential Elements of Information (EEIs) are often time-sensitive, labeled with '**Not Later Than**' (NLT) or '**Latest Time Information is of Value**' (LTIOV).

Establishing Named Areas of Interest (NAIs) deconflicts sensors and EEIs, optimizing resource allocation and focusing acquisition efforts efficiently for mission success.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

Translating PIRs into EEIs

PIRs are the overarching inquiries. SIRs are smaller, more specific inquiries that address parts of the main inquiry. EEIs are the tiniest, detailed components providing precise information to address the specific inquiries.



Indicators and Warnings

Indicators and Warnings (I&W) are **signs guiding Peacekeeping-Intelligence**. They help manage threats and act quickly. There are different **4 types**:

1. Alert/Warning (showing trouble),
2. Tactical (revealing plans),
3. Identification (recognizing groups), and
4. Gender Early (highlighting gender-related security).

They are **captured in the IAP**. Once observed, an indicator warns us to expect a particular outcome related to SIRs and EEIs.

In conclusion

Remember that defining and prioritizing requirements is essential. **Priority Peacekeeping-Intelligence Requirements (PIRs) should be refined into more specific Specific Peacekeeping-Intelligence Requirements (SIRs) and Essential Elements of Information (EEIs) to be incorporated into an Information Acquisition Plan (IAP).** The critical components of the requirements management process involve defining the Area of Peacekeeping-Intelligence Responsibility/Interest (APIR/APII), clear direction, and fostering peacekeeping-intelligence dialogues **for effective information gathering and focused efforts in peacekeeping operations.**

Notes



Lesson 12: Analysis and Dissemination

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

Workbook

Key takeaways lesson 12

Analysis

Analysis is conducted to **break down acquired peacekeeping-intelligence**, in order to understand its context and relevance. It involves breaking down complex information, understanding its elements, and **structuring it into a meaningful system to solve significant problems**.

Analysis comprises **four phases**: Collation, Evaluation, Analysis & Integration, and Interpretation.

Collation

- Collation consists of procedures for receiving, recording, and grouping all information acquired.
- Collation is the foundation of the Analysis stage.
- Well-trained, efficient, conscientious and thoroughly briefed collators are of vital importance to the effectiveness of the peacekeeping-intelligence cell.

Evaluation

- Every item of information is examined regarding the reliability of its source and the credibility of its content.

Analysis & Integration

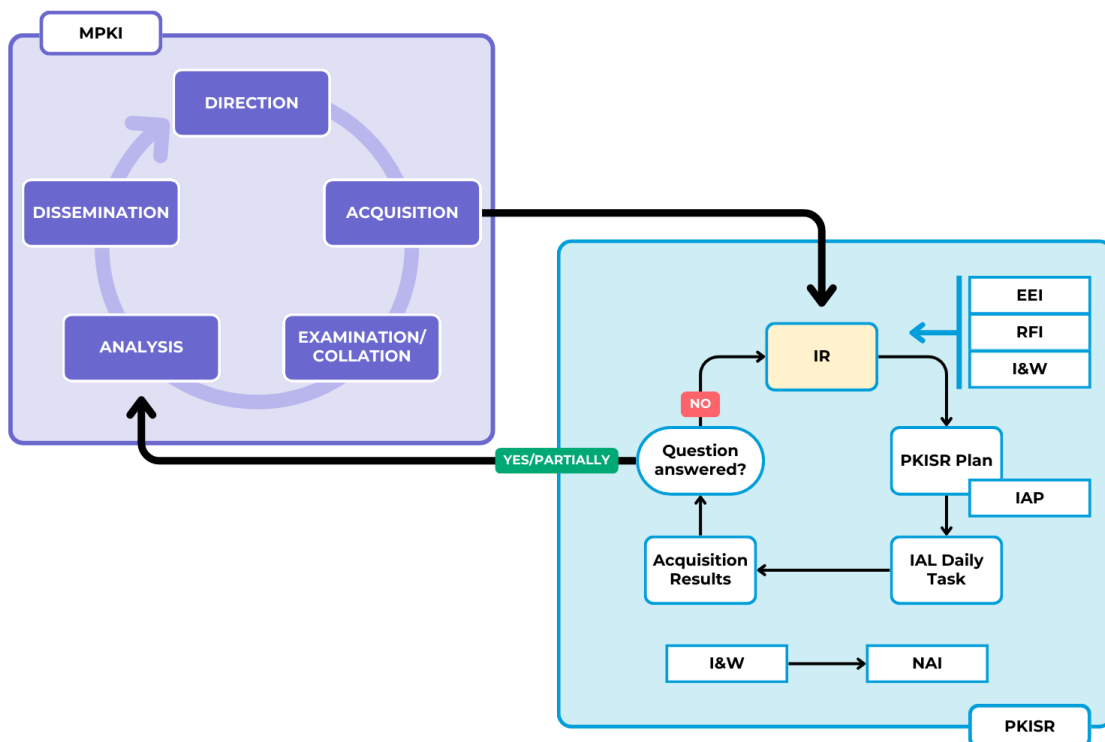
- Analysis refers to the
 - methodical breaking down of information into its component parts;
 - examination of each to find interrelationships; and
 - application of reasoning to determine the meaning of the parts and the whole.
- Peacekeeping-intelligence analysis is a whole-of-mission process that makes full use of all resources available to the mission according to the comparative advantages.

Interpretation

- Interpretation turns information into PKI.
- Interpretation is the act of considering the new PKI against existing knowledge and assessments.
- Essentially, this involves interpreting the new PKI in the context of what is already understood or assessed to refine predictive assessments.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

PKISR Analysis by the Acquisition Unit



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Acquisition units must perform one or more phases of analysis to determine whether information is **urgent** or **time-sensitive**.

The **IAL** (Information Acquisition List) defines what phase(s) of exploitation the Acquisition Unit is expected to conduct (more than one phase could be expected).

Dissemination

Dissemination consists of both 'push' and 'pull' concepts. Peacekeeping-intelligence should be provided in a format that the recipient readily understands and is readily usable. It should be **timely**, **relevant**, **brief** and **standardized**. The three dissemination formats are **verbal**, **written**, and **graphic**.

PKI that is not disseminated has no value!

PKI that cannot be understood has no value!

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

In conclusion

Analysis is the act of breaking down complex pieces of information **to examine and understand the elements thereof to better understand the information.**

Analysis is also acquiring a series of pieces of information **and arranging them into a system to understand a bigger problem set.**

Analysis that does not support decision making is of no value. Therefore, an analyst's job is to provide the best possible assessments to decision makers in time to have a positive effect on the protection **of civilians and mission personnel, and on enhancing situational awareness.**

Notes



Lesson 13: PKISR Planning

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

Workbook

Key takeaways lesson 13

The Basics of PKISR Planning

The **planning environment** of PKISR depends on which level the activity is conducted: tactical, operational or strategic.

It also defines **the resources available** for the activity.

Key Elements of PKISR Acquisition Planning

1. **Short term planning overview:** PKISR acquisition planning focuses on a time span of between 24 hours and 72 hours. The PKISR Plans uses the **IAP and 3 "living" IALs**. At the **24-hour point**, the plan is passed to the PKISR Ops role to **execute**.
2. **Acquisition strategy:** An acquisition strategy is a systematic plan to **optimize tasking and requesting** of all capable, available and appropriate acquisition assets and/or resources against requirements. It consists of **1) tasking own acquisition PKISR assets, 2) requesting adjacent and higher level for PKISR assets and 3) requesting other available sources**.

Avoid redundancy: Avoiding redundancy in tasking PKISR capabilities on PKI gaps is essential, as it has a **direct impact on your acquisition strategy**.

The **aspects to consider** are convergence, sequence, swarm, probing and queing.

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Key Considerations and Factors Affecting PKISR Plans

The PKISR planner needs to have a **short- and medium-term view on what PKI gaps or RFIs need closing**. The questions that need answering are:

- **Which IRs** need to be answered?
- **Which PKISR capabilities** should be used?
- **Where** are the PKISR capabilities?
- Are those PKISR capabilities **able to answer my question**?

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

In conclusion

PKISR Plans need to have a **short- and medium-term view on what PKI gaps or RFIs need closing**.

The **IAL is a dynamic copy of the Information Acquisition Plan (IAP)** but limited to the peacekeeping-intelligence requirements between 72 hours and 24 hours.

PKISR planning needs to be based on an **acquisition strategy**.

Avoiding redundancy is one of the key elements of PKISR planning.

Notes



Lesson 14: PKISR Planning

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

Workbook

Key takeaways lesson 14

Deliberate Tasking

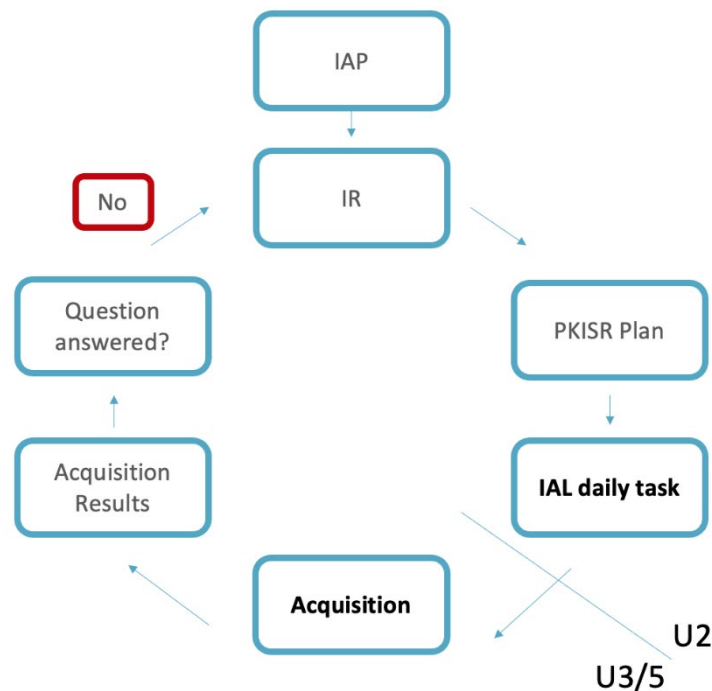
Correct tasking is important to get the right answers. The **execution order** should be:

- **Who** would acquire the information?
- **What** information needs to be acquired?
- **Where** to acquire it (NAIs – named area of interest)
- **How** are sources and sensitive information going to be protected and kept confidential?
- **When** is the information required?
- **Why** is the information required?
- **How** the acquisition unit is to disseminate the acquired information?

It is based on the **IAP** and focused on a **24-hour period**.

Indicators are observable phenomena or objects for the acquisition units to base their reporting on. They help the acquisition unit decide what to look for and include in its report. Different units use different **tasking formats**, adapted to their specific needs.

Basic Principles of PKISR Operations PKISR Execution



PKISR OPS tasks the **PKISR** acquisition units based on the **24-hour Information Acquisition List (IAL)**, in other words, a daily tasking list.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

U2 is responsible for tasking, The U3-5 has the authority to approve operations.

Mission planning

Mission planning is to **match available assets and capabilities against Peacekeeping-Intelligence and information requirements (IRs) and indicators** in the most efficient way.

All IRs should have indicators, a NAI and a NLT / LTIOV.

Mission execution

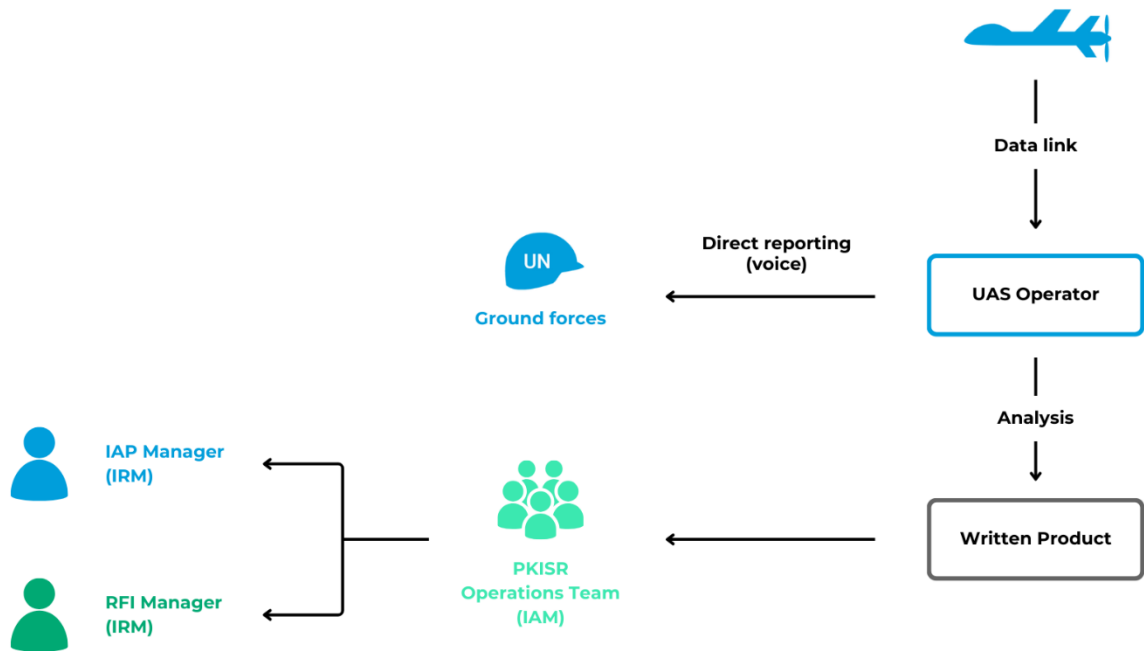


The UAS **combines as many information requirements (IR) as possible** on the same flight.

Above is an example of how a UAS flight might be carried out.

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

Reporting



The expected **products from each mission will vary**. In the figure above the data is relayed to the UAS operator, who will disseminate products based on the Information Acquisition List (IAL) or re-tasking orders.

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Sometimes reporting needs to be **direct** and provided **as soon as possible**. On other occasions, the report can be written and supplemented with **analysis**.

Key Elements of PKISR Operations Execution

Written products come in many forms. Here are the 4 types of products discussed:

1. **Still packs**: A still image, which is one that only includes raw data.
2. **Analysis**: There are several types of analytical products: habitation analysis, activity analysis or patterns of live products.
3. **Route search**: Study of a particular route to identify vulnerable points and / or vulnerable areas.
4. **Storyboard**: Useful for understanding a chain of events, to give a better understanding of the situational dynamics.

Life of an EEI / I&W

PKISR tasking is based on EEIs and I&W. Below is an overview of the process that IRs go through.

1. EEI/I&W originated by analyst (assuming answer does not exist)
2. EEI/I&W sent to IAP Manager
3. IAP Manager develops EEI/I&W into IRs
4. IAP Manager takes RFI based IRs from RFI Manager

Peacekeeping-Intelligence, Surveillance and Reconnaissance (PKISR) Orientation

5. IAP Manager develops prioritized list of IRs and passes to PKISR Plans
6. PKISR Plans develops 24hr/48hr/72hr AILs for execution
7. **PKISR Plans passes 24hr IAL to PKISR Ops on a daily basis for execution**
8. **PKI Ops tasks IAL to PKISR acquisition units**
9. **PKISR acquisition units report success against IAL to PKISR Ops**
10. **PKISR Ops contacts EEI/I&W IR generator to determine if acquisition was successful**
11. **If acquisition was successful, IR marked as complete**
12. **PKISR Ops informs IAP Manager of successful acquisition**
13. IAP Manager updates the IAP accordingly

Dynamic Tasking

Sometimes unexpected incidents occur, making it necessary to **shift plans and re-task PKISR assets** at short notice.

PKISR Ops, in close consultation with the Force U3-5, makes the decision to re-task, based on their situational understanding, the urgency of the dynamic requirement and the priority of ongoing pre-planned IAL acquisition tasks.

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In conclusion

Tasking is prepared by PKISR Ops, but tasking authority is usually at U3/5 **as they are the Force HQ's staff function responsible for operations.**

An effective IAP and IAL is essential to ensure effective taskings. These must be updated, relevant and prioritised.

Tasking can be pre-planned or dynamic.

Acquisition units need a high level of detail to achieve the necessary results. This entails indicators for reporting and information about NAIs.

Notes



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